



FIVE YEAR STRATEGIC PLAN (2014-2019)

Local Workforce Investment Area 13

Workforce Investment Network

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**ORGANIZATIONAL PROFILE**

Local Workforce Investment Area 13 (LWIA 13), doing business as the Workforce Investment Network (WIN), is an organization created under the Workforce Investment Act (WIA) and the regulations that guide the WIA system. Similar to the local areas throughout Tennessee and the nation, LWIA 13 delivers WIA services to job seekers and employers via the American Job Centers Network. LWIA 13's service delivery area comprises two counties located in southwest Tennessee: Shelby County, including the City of Memphis, and Fayette County. Since the inception of the Workforce Investment Act, WIN has served as the one-stop operator for LWIA 13. With the City of Memphis serving as the administrative entity, WIN was selected as the One-Stop Operator via a consortium consisting of the Mayors of the City of Memphis, Shelby County Government and Fayette County. As mandated by the State of Tennessee Department of Labor and Workforce Development, namely Policy #8 One Stop Delivery System, a partner consortium will serve as the one-stop operator for the workforce system in LWIA 13. The partner consortium is further discussed in Category 1 below.

LWIA 13 is one of the largest of the thirteen workforce investment areas in the State of Tennessee with a population of 979,423 (per 2012 Census data) and a total civilian labor force of 442,240, of which 397,800 are employed and 44,440 are unemployed (of October 2013). WIN is primarily funded by the State's allocations of WIA funding. WIA formula funds are allocated to LWIA 13 annually by means of contracts entered into between the Tennessee Department of Labor and Workforce Development (TDLWD) and WIN's fiscal agent, the City of Memphis. The Memphis City Council accepts and appropriates the grant funds into the City's operating budget for use by WIN.

Like other workforce investment organizations, LWIA 13 serves three distinct groups: adults (over 18), dislocated workers (those who have lost employment through no fault of their own), and youth (14-21). WIN provides a range of core and intensive services tailored to the needs of these customers. In addition, WIN works with local employers to serve their unique hiring needs.

Services for adults and dislocated workers range from educational and job readiness skills through job search and placement efforts, career counseling, case management, skills assessment, and National Career Readiness Certificate (NCRC) testing. LWIA 13 utilizes various tools to assess individuals' interests, work readiness skills, and basic skills. In addition, WIN provides funding for occupational skills training to eligible participants in the form of (i) individual training vouchers (ITAs), (ii) on-the-job training (OJT), (iii) incumbent worker training, and (iv) other custom training services.

WIN also serves WIA-eligible youth, both in-school and out-of-school, between the ages of 14 and 21 through two primary programs: year round training, academic credential attainment, and job placement; and summer youth employment. Programs are managed by local subcontractors that are selected through a competitive process. In Fiscal Year 2014, ten experienced providers – such as

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Fayette County Schools, Memphis City Schools (now Shelby County Schools), and the YWCA – work to increase the basic skills and job readiness of approximately 673 year-round youth. Youth providers also offer an array of support services to ensure success for youth participants. In summer 2013, WIN funded summer employment for 409 youth.

As part of its charge, WIN strives to serve underserved populations such as veterans, ex-offenders, foster children, homeless and individuals with disabilities. For area employers, WIN offers customized recruitment services and NCRC testing to assist in targeted hiring efforts. WIN also coordinates Rapid Response services in the event of a mass layoff.

WIN's relationships with its partners in delivering services are the key to its success. Management is continually working to align and leverage WIN's services with its partners' functions to improve services to all customers. WIN continues to partner with those mandated by WIA and those connected to local conditions and customers here in southwest Tennessee. Thus, WIN works with the Department of Human Services ("DHS"), TDLWD Employment Services, Vocational Rehabilitation ("VR") providers, Memphis Housing Authority and other key City and County agencies, as well as community partners such as Bridges for youth, Meritan for seniors, and the Shelby County Office of Reentry program, which assists ex-offenders in finding employment. The partnership is evidenced by an MOU among the several organizations. WIN management continues its work to develop and implement standard policies and procedures and provide technical assistance to training providers and youth subcontractors to assure that these relationships are based on performance and accountability to WIN's customers and stakeholders.

In May 2013, the Mayor of Memphis appointed a new executive director for WIN, Naomi C. Earp, who will work with the current management team to provide an infrastructure that creates and implements efficient and effective processes and fosters accountability. Since coming on board in May, Ms. Earp has been assessing WIN's operations, including previous monitoring findings and implementing immediate corrective action accordingly. In addition, Ms. Earp is committed to an organizational culture of competency, continuous improvement, and customer service.

Oversight of LWIA 13 staff and operations is provided by a board of directors appointed by the Mayor of Memphis. The board is comprised of a majority of private sector members as required by WIA. The board also includes WIA prescribed members of education, labor, economic development and community based organizations. To accomplish its work, the board appoints the following standing committees:

- Governance and Bylaws – reviews proposed amendments/changes to Bylaws and clarifies parliamentary procedures during formal meetings.
- Executive – acts on behalf of the board of directors between meetings
- Finance – interfaces with fiscal management and reports to the board
- Nominating – works on board development

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- Youth Council – sets policy and programming for youth services
- Performance and Accountability (PAC) – evaluates training providers and programs.

As of December 2013, approximately 50 WIN personnel work in administration, Career Center, and satellite operations. The organization chart is enclosed. Career Center staff offer adult and dislocated worker services and information regarding partner services at One Stop Career Centers geographically dispersed throughout Memphis, Shelby County and Fayette County. All required partner services will be available onsite or via referral. Currently, WIN operates the affiliate/satellite Career Centers, and TDLWD operates the comprehensive Career Centers.

Comprehensive Centers*	1295 Poplar Avenue 4240 Hickory Hill Road
Satellite/Affiliate Centers	480 Beale Street (WIN)** 121 West Court Square (Fayette County) 4700 Poplar Avenue (Meritan)***

\*Per State guidelines, comprehensive centers must have onsite WIA services, Wagner-Peyser labor exchange services and access to information regarding unemployment insurance (UI) services. Information regarding UI may include providing written instructions or may be technology-based support such as a phone, fax machine, or computer for jobseekers to use.

\*\* Though classified as an affiliate center, the 480 Beale Street location offers onsite WIA services and services from the Department of Human Services and the Department of Vocational Rehabilitation.

\*\*\*Will not be an Affiliate Career Center after June 30, 2014.

Career Center staff interacts with adult, dislocated worker and youth participants enrolled in the WIA programs as well as businesses and employer customers. All WIN employees are employees of the Executive Division of the City of Memphis and are appointed by the Mayor of Memphis. The appointed status of WIN employees allows for hiring flexibility and performance accountability. Fayette County Career Center is operated via a contract with the Fayette County School System. Notwithstanding the funding source or employment status, all individuals working in an affiliate or comprehensive Career Center will be coordinated and assigned work by function and experience two levels of supervision: direct and functional, in accordance with State Policy #7 Workforce Service Integration.

Key challenges for LWIA 13 include the low educational attainment level, ex-offender status, and high poverty rates of those served by LWIA 13, the flat population growth in the Memphis Metropolitan Statistical Area, and continuing difficult economic conditions. In Memphis, the

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recent recession exacerbated the already stagnant economy of the local area and raised unemployment rates in the Memphis MSA to 9.5%% as of October 2013.

Serving WIA eligible youth and assisting them in credential attainment is challenging given the culture of generational poverty and the societal issues that result: low educational attainment, teen pregnancy, lack of work, lack of training, and lack of opportunities. In July 2013, WIN was awarded a YouthBuild grant that will enhance the delivery of youth services pursuant to WIA. Enrolled YouthBuild participants will receive classroom instruction leading to a GED and construction instruction and hands-on experience in carpentry, ultimately leading to an industry-recognized credential.

The primary objective measure of LWIA 13's success is the determination of the nine common performance measures that LWIA 13 negotiates annually with the TDLWD. LWIA 13 has exceeded performance measures for the most recent Program Years and received incentive awards consequently. Further, LWIA 13 expects to exceed its performance measures for PY 2013.

LWIA 13's board and management, in conjunction and with the assistance of the TDLWD, have taken steps to improve the performance of LWIA 13 significantly. For example, WIN youth services staff, monitors, and program partners work collaboratively to improve the process of determining youth eligibility. WIN has exited thousands of old inactive participant files to improve assessment and management of new caseloads and increase performance.

**Vision Statement**

**To be nationally recognized as the leader in workforce development.**

**Mission Statement**

**To provide exceptional service to our customer, community and business partners while contributing to a skilled workforce.**

**Shared Values**

- R**espect of clients and colleagues
- E**thical behavior and integrity
- S**eamless delivery of customer focused service
- P**rofessional conduct
- E**conomically sound and environmentally focused
- C**ompliance
- T**echnology and data-driven decision making

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**Category 1: Leadership**

**Goal: Engage and develop leadership involvement in workforce development.**

Policy, oversight, and goals for LWIA 13 staff and operations are provided by an active and involved board of directors. The board is comprised of a majority of private sector members as required by WIA. The board also includes WIA prescribed members of education, labor, economic development and community based organizations. All of these members are appointed by the Mayor of Memphis. When establishing its workforce systems visions and values, LWIA 13 considers and integrates the Governor's goals and objectives: (1) jobs and economic development; (2) education and workforce development; and (3) conservative fiscal leadership.

The City administration and County Mayors have shown an unwavering commitment to treat LWIA 13 as a high priority asset to the community. In addition to attending regular meetings with the County Mayors, Ms. Earp attends bi-weekly meetings of the Mayor and City Division directors. Support from both the City administration and the Memphis City Council for enhancements in City processes that affect WIN has resulted in many process improvements and efficiencies. For example, the process for the City Council's appropriation of WIN's grant funds has been shortened from six weeks to two, allowing for better cash management. WIN management and the City's purchasing department have completed a revised protocol for contract execution, including a tracking system that has resulted in significantly shortened timeframes for WIN contract execution. New policies and procedures for LWIA 13 will be completed to ensure transparency in operations, compliance with regulations, efficiency in daily operations, and a roadmap for future employees.

In accordance with recent State guidance, a partner consortium consisting of the Workforce Investment Network, TDLWD Wagner-Peyser, and Meritan will operate the one-stop career centers in LWIA 13. Each comprehensive center will have a Site Manager that is selected from staff of the consortium. The LWIA 13 Board has entered into a consortium agreement with the 3 consortium partners, complying with TDLWD's guidance. Namely, Gail Taylor, TDLWD Area 13 Manager, will serve as the Site Manager for the two (2) comprehensive centers located in LWIA 13 and Naomi Earp, WIN's Executive Director, will serve as the Site Manager for the affiliate centers in LWIA 13. WIN's Executive Director, Naomi Earp, will serve as the lead for WIA programs, Gail Taylor, TDLWD Area 13 Manager, will serve as the lead for TDLWD Wagner-Peyser services and Casondra Amos, Program Director, will serve as the lead for Meritan services. The team of Leads will work together to oversee and guide the Site Manager of each comprehensive center; create staffing plans that provide adequate coverage; ensure staff is adequately trained; ensure staff adhere to policies and procedures; ensure staff present a professional and positive image; ensure consistent communication procedures; etc. The partners will meet on a regular basis to improve integration of service delivery.

Senior management of WIN provides staff training and invites staff ownership in WIN's results. Senior management at all times shows respect for lines of authority and does not tolerate end

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runs, but at the same time communicates to staff an open door policy. A Hospitality Committee has been developed and was authorized to create an Employee Recognitions program and determine the criteria (professionalism, customer service, team player, cooperation, quantity, integrity and acts of kindness) for Employee Recognition Awards. Recognitions will be awarded on a regular basis.

Regular management and staff meetings have been implemented. At these meetings, operational reports are reviewed, including information regarding customer flow and volume, ITA issuance, fiscal status, program monitoring, and current employer initiatives.

Senior management strives to be positive role models for a culture of competency and continuous improvement, a high level of performance excellence and personal accountability. The overriding purpose of these changes is to create a culture in which the focus in all instances is on fulfilling WIN's vision and mission, while identifying and serving the needs of the customer, whether that customer be internal – another WIN staff member whose results depend on their peer's performance – or external, including job seekers, employers, the City of Memphis, LWIA 13 board members, training providers, the TDLWD, mandatory partners or community stakeholders. Responsiveness and customer driven results are a constant emphasis.

In order to inspire these results and track WIN's personnel progress, WIN management has been trained in the City's new Performance Outcome software. All WIN employees will be evaluated annually by their manager. The software allows management to chart employee progress during the entire year.

LWIA 13's aim is to help people prepare for economic success. A chief concern voiced by companies looking to relocate or expand in the Memphis MSA is the quality of the local workforce. Many years of generational poverty, economic inequality, and stagnant economic growth locally have all contributed to this issue. The core purpose served by WIN is one of the most important functions to turn the tide and help achieve both community and individual prosperity in the Memphis MSA.

Building on the potential offered in this urban labor market, WIN has adopted a new sector based strategy in regard to eligible training programs. WIN conducted an extensive study of labor information including local market conditions, high demand industries, occupational skill gaps, and training program gaps. The Board has approved funding training in four key sectors that offer high-growth, demand occupations in LWIA 13: healthcare, logistics/transportation, business services, and advanced manufacturing. LWIA 13's identified sectors align with the in-demand industries outlined in the State of Tennessee 8-sector strategy. These sectors will add a substantial number of jobs to our local economy and/or have a significant impact on the growth of other industries that are being transformed by technology and innovation. In addition, certain other programs will be considered for special approval based on targeted populations or



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community programs. These efforts are an attempt to increase a participant's job potential, improve WIN's performance outcomes, and serve the needs of growing industries.

LWIA 13 is also committed to providing WIA services to those most in need, including:

- Hard-to-serve populations – we are currently working on two projects to assist with prisoner re-entry and ex-offender job attainment, and
- Dislocated workers affected by a layoff – we are designing and implementing Job Clubs to serve dislocated workers, and building processes to fully manage Rapid Response meetings to reach more dislocated workers.

By focusing on such initiatives as well as internal process improvements, WIN leadership intends to make LWIA 13 a model local area in the State and the “go to” resource for workforce development nationally. To ensure recognition of the seamless workforce system, LWIA 13 will adhere to the State's guidelines regarding shared outreach and branding, i.e., Policy #7 Service Integration, incorporating the federal brand of American Job Centers Network.

The objectives to ensure achievement of the Leadership goal are:

Objective (a)	-	Develop succession planning rotations, mentoring, cross-training, and functional alignment with the state of Tennessee's mandate
Objective (b)	-	Expand leadership's capacity and involvement to promote accountability
Objective (c)	-	Develop marketing, outreach, communication strategies to increase community and business awareness/social media
Objective (d)	-	Use annual data, measurement and knowledge to showcase accomplishments

**Category 2: Strategic Planning**

**Goal: Develop and implement a strategic plan to support a seamless delivery system that supports the vision and mission**

Objective (a)	-	Benchmark WIN against national best practices.
Objective (b)	-	Develop repeatable process for annual strategic plan (to include TDLWD plan)
Objective (c)	-	Develop and implement climate survey
Objective (d)	-	Identify and flowchart all delivery systems and integration points of programs and partners
Objective ef)	-	Develop intranet based upon functional needs of organization.

Building upon previous strategic planning efforts managed by the LWIA 13 Board, WIN has embarked on an internal strategic planning process to identify new goals and priorities. As a

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start, WIN recently underwent a comprehensive assessment of the organization, pursuant to the Baldrige Criteria for Performance Excellence. The assessment resulted in the goals and objectives reflected herein. A significant continuing goal is designing, implementing and training staff on new written policies and procedures to assure that program and fiscal operations are fully compliant with WIA requirements, TDLWD policies and, City of Memphis policies and functionally aligned. As we anticipate growing need among the populations we serve, it is imperative that we strengthen our core in preparation. Over the next few years, the strategic plan that is reflected herein will do just that. Staff was involved in the development of the plan, related tasks and actions. The plan and its implementation will be reviewed on a regular basis with management and staff and modified, as necessary, to ensure success. Prior to submission of the final plan, it will be made available to the public for a 30-day comment period.

Staff will benchmark comparisons with other workforce development organizations, statewide and possibly nationally, and use the findings to identify performance improvement opportunities. In addition, staff is strongly encouraged to be innovative and engaged in strategy determinations.

Partner services will be functionally streamlined to reduce duplication of services and leverage resources. Addressing customers' needs and preparing them for high-skill, high growth job opportunities will remain the priority as we develop process flows and enhance our delivery services. Processes will be continually assessed to ensure functional alignment and streamlined customer service delivery. Communication regarding workforce system policy, guidance and information will be flow from TDLWD to the LWIAs and Operator Consortia. Partner program policy, guidance and information will be communicated from the program authority at the state level to the appropriate Center staff responsible for program administration, and simultaneously copying WIN and the Operator Consortium. To ensure consistency and coordination in the delivery of services throughout the Career Center, policies and directives (local and state) will be expeditiously communicated and shared with each partner via verbal communication and/or electronic means (i.e., email, fax, etc.).

### **Category 3. Customer Focus**

#### **Goal: Provide seamless service in a customer focused Environment**

LWIA 13 serves two primary types of customers: job seekers and employers. Job seekers include unemployed, underemployed persons, dislocated workers and WIA-eligible youth.

Career Centers located in LWIA 13 strive to be an effective one-stop service delivery center addressing multiple customer needs. Customer choice is a foundation of operations. We understand that no one customer flow process will fit every situation. Nonetheless, a commitment to continuous improvement and dedication to the customer receiving convenient, friendly and efficient access to services in a "one stop" fashion is our goal. Customers will have access to all services on-site and to those services off-site, to the extent those services can be accessed via referral, electronically or future appointment. Pursuant to the Jobs for Veterans Act, program-eligible veterans and spouses will be given priority over non-veterans for receipt of employment, training and placement services provided under WIA Title I services. The

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veterans' priority applies even when funds are not limited. When available adult funding for intensive and training services is less than twenty-five percent (25%) of the total grant allocation, priority of service will be given to recipients of public assistance and other low income individuals.

Services will be provided to customers via a customer flow based upon each individual client's needs, and not program requirements per se. Where necessary, customers will be co-enrolled in all applicable programs (WIA and partners' programs). Please see the attached flowchart (Attachment 2).

WIN is able to leverage existing relationships with TDLWD, training providers, business and economic development agencies, and community-based organizations to improve services to customers. LWIA 13's comprehensive offices have a representative of Wagner-Peyser and/or additional partners, including Department of Human Services (TANF and Vocational Rehabilitation) and Meritan, housed onsite. This co-location allows for clients' needs to be addressed at a single location. WIN management has begun meeting with key Wagner-Peyser personnel to go beyond co-location and focus on designing better integrated service delivery processes. These meetings will result in single process flows that address the needs of clients served by WIN, Wagner-Peyser and additional partners. Thereafter, WIN management will continue to meet with and engage Wagner-Peyser personnel and key partners in decision-making processes related to service delivery and integration of services.

LWIA 13 provides customized recruiting and training services to employers. Accessible services for jobseekers, in order of service, include:

1. *Core services*, which include initial consultation, registration, referral to a partner agency, self-directed use of internet, phone, copier, fax, resume software, job readiness videos, and/or general use of the resource room. This service is available to all who come to the Career Center, and partners will deliver such services in a coordinated, comprehensive and seamless manner.
2. *Intensive services* include case management, assessment, career counseling, individual career plans, barrier identification, barrier removal solutions, long term career planning, eligibility determination, job referrals, labor market information, long term job search assistance and workshops to obtain and retain employment.
3. *Training assistance* in the form of individual training accounts (ITA), on-the-job training, incumbent worker training and other customized training.

Referrals to a partner agency may occur at any point such need is identified by the customer. On-site referrals include personal contact with TANF and Vocational Rehabilitation. On-site referrals also include helping the customer access information on UI or other benefits on the web. Off-site referrals include Meritan, organizations serving veterans, groups working with ex-offenders, literacy and financial service providers, dress for success organizations, as well as emergency housing and food organizations.

WIN also serves eligible youth between the ages of 14 and 21 through competitively procured providers. Our goal is to assist WIA-eligible youth overcome barriers to job readiness and attain literacy and numeracy skills and education credentials. Depending upon need, youth are

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provided access to the ten (10) elements mandated by WIA. For FY 2013-2014, WIN expects to serve 673 youth via the year-round youth program. In summer 2013, WIN implemented a summer youth employment program. Via the summer employment program, WIN provided approximately 400 youth with jobs at sites throughout Shelby and Fayette Counties. Youth worked up to 8 weeks at \$8.00 per hour.

To expand our service delivery, WIN has partnered with an organization that serves the Hispanic population, continues to explore options for assisting ex-offenders attain employment and will engage in job development and outreach in the Hispanic community.

WIN has developed and continues to enhance its website to enable customers to seek information and support in a more “user-friendly” format. WIN also uses social media to (e.g., Facebook and Twitter) to engage clients. WIN has a documented grievance process for the organization. All program applicants, participants, or staff are encouraged to use the grievance process. Customer complaints are documented, tracked and reviewed for continuous improvement.

LWIA 13 has recently instituted upgraded technical assistance offerings for youth subcontractors and ITA providers that provide hands-on assistance with participant eligibility and enrollment, budget feedback and compliance with WIN’s performance measures.

WIN management responds to each request for information and complaints received on a timely basis. Complaints are viewed as an opportunity for constructive feedback and to examine whether current processes are serving the intended purpose of providing high quality service to WIN’s customers. Complaint data are maintained by the Performance and Quality Assurance Department. Through the use of mystery shoppers, management observation, and customer surveys, WIN will assess the effectiveness of job seeker service offerings and, where necessary, make changes to customer flow and services to discontinue the former “one size fits all” approach and provide services customized to the needs of each client. We anticipate the functional and seamless delivery of services will allow LWIA 13 to effectively and efficiently address job seekers’ needs comprehensively.

WIN’s Business Services and Education and Training departments regularly meet to coordinate our provision of services to seamlessly meet the needs of both businesses and job seekers. We will expand these meetings to include our partners to ensure all program services are integrated and functionally aligned.

We believe that all partners (WP, WIA, etc.) should share the same customer pool, to the extent possible. Therefore, we will assess our intake process to determine overlapping touch points (internally and among partner program). Customers will be triaged, participate in common orientations and referred to programs/staff based on identified needs. Our focus is to ensure customers are not referred back and forth between programs; but are, instead, served at the point of first contact by either partner’s staff depending upon the customer’s needs identified through the initial assessment process.

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In order to effectively and efficiently provide services, functional teams will be created, and services will be delivered to customers through the following functional teams. It is envisioned that all teams will be comprised of all partners' staff, and either partners' staff could perform any and all functions within their functional team. In addition, WIA and WP staff can enter activities/services for both programs in the State's common management information system (i.e., eCMATS, which is to be converted to GeoSol/VOS). All services will be clearly defined and staff will be trained on all programs to ensure proper service documentation, data validation, and achievement of program performance outcomes.

- I. *Welcome Function.* The Welcome Services include initial intake; orientation to services and resources; referral to community services; registration; access to the Resource Room (computers, fax, job postings, etc.); provision of labor market information (local, regional and national); self-services resume service; self-assessment (e.g., CHOICES); provision of employer information; self-directed job search; and job referral.

The Welcome Team is responsible for greeting and triaging customers, collecting data, and providing support in the Resource Room. More specifically, staff serving on the Welcome Team will greet customers; sign in customers (utilizing common sign-in documentation and procedures); determine the purpose of the customer's visit; determine which agency, if any, to direct the customers; and ensure that customers are registered before proceeding to receive any staff-assisted core services. Partners will use the same registration form to ensure comprehensive and consistent information is captured. TDLWD staff will oversee the Welcome Function at the comprehensive centers and WIN staff will oversee the Welcome function at the affiliate/satellite centers.

If a customer is not registered in WIA, he or she will be given orientation dates and times to register for such services. In those instances where customers do not want to register for WIA services and only seek access to the Resource Room offerings, customers will be granted such access and be strongly encouraged to register in the state's job search system, i.e., jobs4tn.gov. Customers accessing the resource room services (e.g. job bank, computer lab, resume assistance, job referrals, etc.) will receive assistance from WIA and Wagner-Peyser staff and be counted as customers in each program. However, any requests for staff-assisted core services will result in customers being redirected to the WIA registration process.

- II. *Skills/Career Development Function.* The Skills/Career Development area is responsible for providing comprehensive career assessment and training services. Available Skills/Career Development Services include: training; workshops; credential attainment; support services; assessment; skills identification; job development; and re-employment information. The Reemployment and Eligibility Assessment (REA) and/or Re-Employment Services Assessment (RESA) program can be accessed electronically or via referral.

The desired outcome of integration is to build a strong team environment in which all program staff are unified with common goals and procedures and motivated as a result to help our customers maximize their personal attributes and meet their employment goals.

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WIA staff is trained to conduct comprehensive and specialized assessments of skill levels and service needs through diagnostic testing and other assessment tools and in-depth interviewing and evaluation to identify customers' barriers and employment goals. WIA staff currently assesses individuals using the Test of Adult Basic Education (TABE), WorkKeys, National Career Readiness Certificates, Holland Inventory and CHOICES. In addition, each partner's staff will be cross-trained to administer assessments, and the assessments will be used for either program.

Each partner's staff will be responsible for coordinating and providing workshops. The workshop activities will be coordinated through an internal workshop schedule which will eliminate duplication and provide a wider variety of workshop activities to all customers. While each program staff will initially facilitate registration for its applicable program, staff will be cross-trained to facilitate registration for one another's program(s).

We envision the service integration expanding service delivery and increasing efficiency in LWIA 13. WIA and WP staff utilizes the same data management system (i.e., eCMATS); however, system authorizations will need to be modified to ensure common data entry from any staff member. This shared function should result in accurate and complete customer case management. Staff will need to be cross-trained to enter data that addresses each program's needs. With the implementation of shared print media, services and resources, customers can be co-enrolled in various programs, thereby increasing the number of jobseekers, incumbent workers and businesses served by each program.

WIN's Information Technology department can review systems and processes to streamline services, via PC, telephone, voice mail and network support, and network support.

III. *Business Services Function.* WIN's Business Services Department builds relationships with employers, assists employers meet their hiring needs; serves as a bridge between business and job candidates; and recruits and refers qualified job candidates.

A. WIN's Business Services staff continues to build relationships with employers by maintaining our "seat at the table" at all economic development "one-stop" activities led and coordinated by either the Memphis and Shelby County Economic Development Growth Engine (EDGE), TN Economic and Community Development (TN ECD) and the various Chambers of Commerce in the LWIA 13 area, most notably the Greater Memphis Chamber. In addition, the Business Services staff will continue to participate in the Greater Memphis Chamber's "Existing Business Team" ("EBT") process; maintain existing relationships between the Business Services staff and employers, that have in many instances, developed over a long period of years; and mine the news to learn about the workforce needs of area employers with whom we do not yet have a relationship. Typically, only one Business Services staff person attends the economic development "one-stop" and EBT meetings, and then shares information with the remainder of the team at weekly Business Services Department meetings held at our Beale Street location. The TDLWD Wagner-Peyser Lead, Site Manager and/or designee will attend the weekly Business Services department meetings in order to ensure TDLWD stays informed of

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business relationships cultivated through any and all of the above means. At that same meeting, the TDLWD representative can advise of any newly developed business relationships established by TDLWD and/or of any workforce issues of which the Business Services staff should be made aware.

- B. The Business Services Department assists employers meet their hiring needs by serving as the bridge between business and job candidates. WIN Staff (from both the Education and Training and Business Services departments) functionally coordinate their efforts to recruit and refer qualified job candidates to employers
1. Recruitment and Pre-Screening of Job Candidates: The Business Services team will continue to facilitate and help ensure that job postings/orders from employers with whom we work are entered into the jobs4TN.gov website. If the employer prefers, the Business Services team will facilitate the job posting by forwarding such to the TREAT unit so that staff can post the job to the jobs4TN.gov website.

In addition, the Business Services team creates and electronically distributes (at regular intervals) a “Jobs Blast”, which includes all of the job orders/postings currently being worked on by the Business Services team. The Business Services team will contact TDLWD for additions to the “Jobs Blast” so that a comprehensive listing can be compiled. The “Jobs Blast” also includes instructions, dictated by the employer, for how individuals can submit a resume for consideration/apply for each particular job. There are over 4,000 individuals and organizations on the distribution list, including Beale Street Career Center Job Seeker Case Managers, various members of the TDLWD team in LWIA 13, and other organizations such as SeedCo and ResCare who work with “hard-to-serve” populations.

The recruitment/pre-screen services are one of the most valuable services provided to employers by Business Services Analysts. In fact, they are the “relationship building” mechanism with the employer. If the recruitment/pre-screen services are not performed well (i.e. unqualified candidates are referred to employers), the employer will not continue to work with the Business Services Analyst, and future job orders could be at risk.

When referred individuals are employed, the Business Services Analyst obtains an “Employment Verification” for each such individual and enters employment results in eCMATS.

2. The Rapid Response Process to connect impacted employees (Dislocated Workers) to job opportunities: Effective July 1, 2013 responsibility for the Rapid Response function was delegated to LWIAs. Primary responsibility in LWIA 13 resides with the Business Services team. An overview of the process employed for Rapid Response is below:
- Rapid Response notice is received
  - Ensure Rapid Response unit in Nashville knows about the event

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- Contact the employer to schedule an initial meeting
  - Conduct the initial meeting including scheduling group meetings with impacted employees
  - Put group meetings on shared Google calendar
  - Contact partners (U/I for large groups, education, union) to provide group meeting information
  - Personalize folders for company
  - Send 1-page needs inventory to company for impacted employees to complete ahead of time
  - Conduct meeting and gather completed needs inventory
  - Scan completed needs inventory forms to our tool that converts hardcopy data to electronic format
  - Receive spreadsheet from data conversion tool
  - Begin constant contact/outreach to impacted employees connecting their skills to current job orders/postings
3. On-the-Job Training (OJT) and Incumbent Worker Training (IWT): The Business Services staff is vigilant about identifying opportunities within the LWIA 13 area for both on-the-job and incumbent worker training contracts with employers, and these contracts have increased dramatically over the last few years. Business Services works through the LWIA 13 Case Managers, as well as all other recruitment channels mentioned above to source potential OJT employees. We suggest staging an OJT and IWT training presentation to TDLWD staff members so their referrals to these training programs (both employer and job candidate referrals) are maximized.
4. Job Fairs: Business Services Analysts, along with partners and TDLWD representatives, participate in various job fairs throughout the LWIA 13 coverage area. These include the annual JobLinc job fair staged at the Benjamin Hooks Library each July. Discussions are underway with JobLinc to possibly partner in staging a second job fair. TDLWD representatives will be included in these discussions. Business Services Analysts also work with employers to stage job fairs when the employer's hiring needs are high enough to justify an individual employer event. The Business Services Analyst will share all job fair information with the TDLWD Wagner-Peyser team in the LWIA 13 area to ensure their awareness and participation, and that the job fair information is uploaded to jobs4TN.gov site.
5. Job Club (currently called WIN Career Action Network/WIN CAN): WIN CAN involves regularly scheduled meetings, where "job ready" WIA participants receive additional assistance from Business Services Analysts to help maximize their potential for hire, such as: resume writing, mock interview/interviewing skills, soft skills coaching, social media and electronic job search and application, additional supportive



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services (for example: gasoline cards). Active job postings are shared at these meetings, and individualized help is given to appropriate Job Club members to prepare them for interview. Often, guest Human Resources executives and motivational speakers make presentations to the Job Club members. An additional Job Club benefit is the moral support and encouragement that comes from, not only the Business Services Analysts who lead the Job Club, but also fellow participants.

6. Active involvement in the Career Transition Group (CTG) meetings: CTG meetings are staged in numerous locations throughout LWIA 13, and are attended at regular intervals by a Business Services Analyst. This group is largely comprised of dislocated workers and/ or long-term unemployed individuals. These meetings function essentially as “job club” meetings, but individuals in attendance may or may not be WIA participants. By its active participation, the Business Services Analysts can share information about employer needs/employment trends, identify individuals suitable for training, and thereafter connect a trained individual to a job opportunity.

The following objectives will assist LWIA 13 attain our Customer Focus goal:

- |               |   |  |
|---------------|---|--|
| Objective (a) | - | Collect data on customer utilization of WIN resources                                    |
| Objective (b) | - | Survey customers (business and jobseekers) regarding needs and satisfaction              |
| Objective (c) | - | Obtain information materials and contact sources for partner and social service agencies |
| Objective (d) | - | Add “library” of referral sources to Resource Room                                       |
| Objective (e) | - | Draft standard questions/”script” to be used by all reception/registration/intake staff  |

**Category 4: Measurement, Analysis and Knowledge Management**

**Goal: Provide accurate, timely, and meaningful data**

Per State guidance, the Career Centers will transition into utilizing a common management information system, the Jobs4TN system and GeoSol/eCMATS or other developed systems that will be used for all data collection and reporting for all required partners located in the Career Centers. LWIA 13 will continue to use eCMATS or any other developed system for all data collection and reporting throughout LWIA 13 Career Centers. Participant activity will be tracked and reported in the State’s common MIS on a regular basis to timely reflect participant activity and exits. As previously stated, all job postings will be posted on the Jobs4TN.gov system.

Performance in the Tennessee workforce investment system is measured annually by the TDLWD determining whether each local workforce investment area meets or exceeds specific performance measures. The measures are determined for each state by the United States Department of Labor (USDOL), and for each local workforce investment area in Tennessee by negotiation with the TDLWD. Negotiated performance measures are based on a USDOL-led

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regression model that takes into account individual participant and community characteristics, and which encourages local workforce areas to serve harder-to-serve customers. Local areas that meet or exceed their negotiated performance measures are eligible to receive incentive awards, to the extent of available State funding, and failure to achieve the required performance measures can result in sanctions.

There are three common measures for each of the three customer groups. For adults and dislocated workers, the measures are entered employment, employment retention and increase in average wages. For youth, the measures include advanced placement, credential attainment and gains in literacy and numeracy. The State's eCMATS system captures customer data, aligns and integrates such data for reporting. Quarterly performance data is provided by the TDLWD via its Dolce Vita software system. However, the performance data is aged and reflects past time periods, making it difficult to manage performance versus current operations by use only of Dolce Vita data. LWIA 13 is currently identifying methods to implement an internal tracking system to manage performance on a real time basis, and staff will be trained to analyze the data for continuous improvement to support operational and strategic decision making and innovation to build a customer-focused culture throughout the organization. Below are the negotiated performance measures for PY 2013.

<b>LWIA 13 Performance Metric</b>	<b>LWIA 13 Negotiated Targets PY 2013</b>
<b>Adult Measures</b>	
<i>Entered Employment</i>	<b>60%</b>
<i>Employment Retention</i>	<b>81%</b>
<i>Average Earnings</i>	<b>\$13,500</b>
<b>Dislocated Workers</b>	
<i>Entered Employment</i>	<b>70%</b>
<i>Employment Retention</i>	<b>86%</b>
<i>Average Earnings</i>	<b>\$15,000</b>
<b>Youth Measures</b>	
<i>Placement</i>	<b>71%</b>
<i>Attainment</i>	<b>72%</b>
<i>Literacy/Numeracy</i>	<b>50%</b>

While LWIA 13's negotiated targets have increased from previous years in several categories, we are confident that we will meet or exceed the negotiated targets for each category.

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Notwithstanding LWIA 13's exits of thousands participant files that had remained in the ECMATS system despite no current participant activity for years, we met or exceeded PY 2012 performance measures. WIN's PY 2012 performance can be found in Category 7 Results below.

In 2011, WIN senior management decentralized data entry into ECMATS to allow case managers to input enrollment and eligibility information as well as case notes for their managed participants. This is a change from previous practices and has eliminated redundant paper files and produced enhanced case notes.

The performance staff regularly audits quality control samples of each case manager's data entry for accuracy. Problems require follow up corrective action for exceptions. Case managers are able to access participant data on ECMATS quickly, which allows them to improve case note entries. It also prevents instances in which a WIN participant later presents for another activity and a duplicate file is created.

In its service re-design, WIN has instituted two other checks on quality control and information management. File control will become the single focus for one employee who will manage, track, and maintain all files in audit ready condition. In the case of ITA vouchers, one employee on the quality assurance team will track and manage all voucher transactions to provide real time information on obligations, payments, and balances.

In addition to tracking WIN's performance by means of negotiated performance measures, the TDLWD performs periodic Performance Accountability Reviews (PAR), which monitors for program and fiscal compliance by WIN and check ECMATS for data validation purposes. Errors are noted in a formal report, and WIN is required to respond with its corrective action plan.

LWIA 13 also utilizes the City's electronic systems to capture and track relevant fiscal data. The City of Memphis Oracle system tracks budget data and any payments/deposits received.

LWIA 13 information technology department is supported by two full-time employees that maintain all computer hardware and software. WIN enjoys the technical support of the City of Memphis Information Services division. All computer hardware and information technology systems are subject to the City of Memphis' information security, disaster planning and computer upgrade policies and procedures. Staff was recently trained on safeguarding individual's privacy information, and a formal is being finalized to that effect.

The objectives to ensure LWIA 13's attainment of the Category 6 goal are:

- |               |   |  |
|---------------|---|--|
| Objective (a) | - | Train staff using best practices to analyze data to support continuous learning, improvement, and performance outcomes |
| Objective (b) | - | Develop protocol to ensure data is accurately captured and reported  |
| Objective (c) | - | Develop a matrix to evaluate department/program performance (dashboard indicator)                                      |

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**Category 5: Workforce Focus**

**Goal: Train staff in workforce development and organizational processes**

Objective (a)	-	Create and implement mandatory WIA training for staff
Objective (b)	-	Formalize internal mentoring program
Objective (c)	-	Develop, implement and analyze the results of individual staff training plans
Objective (d)	-	Formalize new hire on-boarding
Objective (e)	-	Formalize hospitality committee for employee recognition and award
Objective (f)	-	Develop behavioral interview guides for all positions

LWIA 13's senior management believes that our workforce is our single greatest asset in developing WIN into a model area in the State and the "go to" resource for workforce development in this region. WIN staff consistently indicate that the primary motivating factor engaging them in their work is their strong commitment to helping individuals change their lives. They know that they make a difference by helping others attain better jobs and achieve economic stability. As staff work to assist our customers, we want to ensure staff's needs are met and they are adequately trained to perform the job duties and responsibilities.

Drawing on the experience and talent among members of the management team, WIN has adopted a team approach to key decisions and accompanying tasks. All staff (including frontline and administrative staff) located in a Career Center will be cross-trained regarding each partner's programs and services and the overall process flow. The cross-training will ensure that the changing workforce capability and capacity needs of the organization are met. As evidenced in the objectives above, WIN will develop standard training plans for each area and intend to use the Tennessee Workforce Institute, where possible. A new hire training curriculum and checklist will be developed to ensure that all new hires receive consistent information.

WIN's management has communicated new performance expectations with staff, encouraging open communication, shared information, analysis, fact-based decision making, and comprehensive process improvements.

An example of this is the current review of all case manager caseloads and files. Due to the large number of inactive participants that had not been exited and the inability to correctly determine the correct case manager in ECMATS assigned to a participant, WIN management determined that it was not possible to accurately measure and manage caseloads. The mass exit of thousands of old, inactive participant files will allow LWIA 13 to effectively manage case manager caseloads to not only ensure superior customer service, but to also ensure staff are not overwhelmed. Management continually assesses staffing to ensure staffing level needs support workforce capability and capacity.

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Staff receives training from various sources to ensure that the educational and training offerings are aligned and support and enhance workforce skills, competencies. Senior management of WIN has also begun to provide staff with internal training as well and to invite staff ownership in WIN's results. A designated WIN staff person coordinates training to ensure that staff is adequately trained in relevant areas. All WIN staff will receive WIA 101 training from representatives from the U.S. Department of Labor. WIN staff also has the opportunity to take advantage of the various trainings offered by the City of Memphis. This training encompasses a variety of topics, e.g., customer services, software training, etc. In addition, the City of Memphis sponsors a tuition reimbursement program for WIN staff to participate.

A staff training database is maintained to document each staff member's relevant training and development courses and/or workshops attended. In 2011, several staff members received Lean Six Sigma Green Belt training. Case Manager have received Global Career Development Facilitator training and been certified.

The Executive Director conducts monthly "all hands" staff meetings, which provide an opportunity for staff to share information learned in training or on the job learning experiences and to receive important information that affects their work. The executive director has invited staff input into process improvements, and senior management has communicated to all staff an open door policy and a willingness to hear and consider staff issues and concerns. In addition, the following innovations are planned or underway.

- All staff has been advised that performance issues will be reviewed on the basis of the facts, and that consistent procedures for documenting and handling disciplinary issues will be followed prior to any additional action.
- The City of Memphis Human Resources Division will conduct a job and salary equity review of all WIN employees.
- Since FY 2012, LWIA 13 participates in the City of Memphis annual performance evaluation process. This process serves as the basis for annual personal performance plans, which will be reviewed annually for implementation and accountability.
- To the extent allowed by available funding, compensation decisions will be merit based on documented objective criteria.
- WIN senior management is committed to filling staff openings, to the extent possible, with qualified internal candidates to allow capacity for career development.
- An Employee Recognition Committee has been formed to promote employee recognition and teamwork within WIN.
- The Executive Director has requested that all staff complete an Employee Development Plan to determine what types of training and development courses are deemed necessary.
- The Executive Director is promoting the use of job rotations to ensure staff levels and appropriate knowledge and skills are being transferred throughout the organization.

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WIN senior management continues to review all personnel and functions of the organization, so that WIN can ensure that employees' functions are optimally designed to fulfill the goals and tasks of the various units within WIN, all with a focus on providing WIN's customers a superior customer service experience.

**Category 6: Operations Focus**

**Goal: Conduct and document operations in a compliant, professional, and ethical manner**

LWIA 13 complies with the City of Memphis Purchasing Policies and Procedures to procure necessary goods and services in an open and ethical manner. LWIA 13 youth subcontractors are chosen via a competitive procurement process under which WIN issues an RFP, receives bids and involves staff, the Youth Council and the LWIA 13 board in determining those bidders that merit awards. Recent process improvements in the youth subcontractor selection include:

- ensuring, for existing subcontractors, that fiscal expenditures (timeliness and percentages) and performance outcomes are considered in determining awards; and
- undergoing a re-visioning for youth services that will produce a different model and will inform the next RFP and selection process.

ITA training providers are approved for inclusion onto the State's Eligible Training Provider list (ETPL) through established processes involving due diligence and review by the LWIA 13 Performance and Accountability Committee. PAC recommends to the Board, who makes the final decision regarding all eligible training providers and programs. Other training services (e.g., OJT) are provided upon an organization's request/application for such and LWIA 13's approval of the application and accompanying training plans.

All work systems are designed to fulfill WIN's core competencies and tie back to successful achievement of performance outcomes. Other process improvements include:

- fiscal process improvements that have resulted from regular meetings between WIN management and City of Memphis Finance Division management;
- exploring improvements to technology for data tracking and performance reporting;
- collaboration between WIN's contracts department and quality assurance/performance department to integrate systems for maintaining contract information; and
- collaboration among the contracts department, fiscal department and City of Memphis Finance personnel to create efficiencies in the contract execution process.

In addition to the process improvements described above, senior management is refining all Career Center work systems and processes to achieve efficiencies and maximize performance outcomes. WIN will explore opportunities to reduce costs and embrace an electronic file storage system. WIN continues to document and flowchart processes to ensure process consistency. WIN's Operations Department also develops and reviews standard operating procedures to

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ensure compliance with WIA and other applicable laws, rules and regulations. Procedures and protocols that promote effective seamless service delivery for all Partners will be developed in a manner that does not negatively impact the performance or outcomes of any individual partner program.

- |               |   |   |
|---------------|---|---|
| Objective (a) | - | Develop, implement, and vet processes to become/have standard systems for each service area |
| Objective (b) | - | Develop and implement a green plan  |
| Objective (c) | - | Develop and implement system to vet potential projects                                      |
| Objective (d) | - | Develop and implement electronic paperless processes  |
| Objective (e) | - | Develop and train staff to be project managers  |

**Category 7: Results**

**Goal: Achieve and/ or exceed established performance metrics**

WIN has been successful in offering training and job placements for large employers such as Electrolux, Mitsubishi Electric Power Products, Kruger, Inc., and the Great American Steamboat Company. Through the Industrial Readiness Training (IRT) program that began in mid-2012, WIN has trained 558 participants, of which 267 has successfully attained employment.

WIN is committed to meeting the needs of our clients via exceptional service. Pursuant to the Client Customer Satisfaction Survey conducted by the University of Memphis Sparks Bureau of Business and Economic Research for the period July 2012 – June 2013, 88% of the respondents were either *very satisfied or satisfied*, versus 7% being *dissatisfied* with the career center services. WIN will continually assess and where necessary, improve operations for the benefit our clients.

Similar to other LWIAs in Tennessee and across the nation, WIN's performance is measured by standards developed by the U.S. Department of Labor. These standards are then made local through negotiations between the Tennessee Department of Labor and Workforce Development and the individual work force investment areas of the state. Our performance is evaluated by the State on a quarterly basis. Annually, we must meet exceed the negotiated performance measures to avoid sanctions and to remain eligible to receive funding. Performance data is shared with staff as part of a working and learning process. This will enable us to improve our performance outcomes by staff taking an interest in his/her individual performance.

WIN is committed to meeting and/or improving performance measures. For PY 2012, LWIA 13's performance measures and actual performance was:

LWIA 13 Performance Metric	LWIA 13 Negotiated Performance Measure PY 2012	LWIA 13 Actual Performance PY 2012
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<b>Adult Measures</b>		
<i>Entered Employment</i>	<b>63%</b>	<b>66.8%</b>
<i>Employment Retention</i>	<b>85%</b>	<b>83.3%</b>
<i>Average Earnings</i>	<b>\$13,909</b>	<b>\$13,264.99</b>
<b>Dislocated Workers</b>		
<i>Entered Employment</i>	<b>66%</b>	<b>80%</b>
<i>Employment Retention</i>	<b>86%</b>	<b>91.8%</b>
<i>Average Earnings</i>	<b>\$15,000</b>	<b>\$17,045.89</b>
<b>Youth Measures</b>		
<i>Placement</i>	<b>70%</b>	<b>76.8%</b>
<i>Attainment</i>	<b>71%</b>	<b>80%</b>
<i>Literacy/Numeracy</i>	<b>48%</b>	<b>67.6%</b>

In addition to meeting or exceeding the negotiated performance targets, financial performance and outcomes are top priorities for WIN. Management has put in place improved fiscal processes and drawn on the expertise of new hires who bring many years of experience in private industry and the workforce system. Fiscal management will continue to markedly improve with the addition of talented staff and improved processes. Monthly financial reports are sent to the Board and selected managers. Budget data is reviewed by the Board and management staff to ensure that various projects and organization initiatives are in compliance with budgeted amounts. In addition, the financial reports are used to monitor financial performance and identify variances against the budget.

WIN will continue to improve and enhance its service through process improvements and staff development. WIN Management continues to focus on improving all aspects of the organization that have been mentioned in a variety of past documents: the state's past monitoring report, performance measures, and City audits. Fiscal management has improved markedly with the addition of talented staff and improved processes. With an emphasis on process improvement, WIN's operations are now more transparent, more efficient, and more productive.

WIN continues to improve its process-focused outcomes. No longer satisfied with business as usual in LWIA 13, management continues to examine, re-think, and re-tool most every process that WIN performs. Management will consult with the City of Memphis to establish key performance indicators (KPIs) and goals related to such. This approach will lead to improved times for turning around contracts, paying invoices, and qualifying applicants. Additional innovations are being envisioned and designed. Much of this work relies on the process improvements identified and solved by WIN employees themselves.



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WIN utilizes our negotiated performance targets as a base for negotiating goals with subcontractors. In addition, WIN continually provides technical assistance to subcontractors to reiterate contract requirements and provide any needed assistance. These sessions strengthen our partnerships with our subcontractors and demonstrate the importance for quality service. This negotiation process and technical assistance enhances our subcontractors' ability to meet or exceed their goals, thereby ensuring that LWIA 13 meets or exceeds its negotiated performance measures.

WIN has implemented processes to improve our case management and data entry systems. In 2011, WIN senior management decentralized data entry into ECMATS to allow case managers to input enrollment and eligibility information as well as case notes for their managed participants. This is a change from previous practices and has eliminated redundant paper files and has enhanced case notes. The performance staff regularly audits quality control samples of each case manager's data entry for accuracy. Problems require follow up corrective action for exceptions. Case managers are able to access participant data on ECMATS quickly, which allows them to improve case note entries. It also prevents instances in which a WIN participant later presents for another activity and a duplicate file is created.

In its service re-design, WIN has instituted two other checks on quality control and information management. File control will become the single focus for one employee who will manage, track, and maintain all files in audit ready condition. In the case of ITA vouchers, one employee on the quality assurance team will track and manage all voucher transactions to provide real time information on obligations, payments, and balances.

In addition to tracking WIN's performance by assessing attainment of the negotiated performance measures, the TDLWD performs periodic Performance Accountability Review (PAR) audits, which monitor for program and fiscal compliance by WIN and check ECMATS for data validation purposes. Errors are noted in a formal report, and WIN is required to respond with its corrective action plan.

WIN's commitment to these improved results holds promise for all those in the greater Memphis community and region. The role of WIN as merely a provider of ITAs is changing. WIN is now a convener and partner in community efforts, especially in targeting those most hard to serve. As a team, managers, workers, and volunteers of LWIA 13 are dedicated to employee development, business development, job creation, and increased prosperity for the whole community. Successful results in the future will center on exceeding common measures and the expectations of our customers. Through the strategic use of allocated dollars, WIN is beginning to build a better workforce system for Memphis.

To ensure that LWIA 13 attains our Results goal, we will satisfy the following objectives:

Objective (a)	-	Collect program service results and improve throughout the organization
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- Objective (b) - Analyze job placement data for enrolled WIN participants
- Objective (c) - Collect and tabulate assessment results to forecast customer success
- Objective (d) - Collect and analyze results of customer satisfaction and dissatisfaction survey
- Objective (e) - Collect and analyze operations results for overall improvement

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## 2014-19 STRATEGIC PLAN ACKNOWLEDGEMENT

This Acknowledgement certifies that the 2014-19 Strategic Plan for Local Workforce Investment Area 13 (LWIA 13) has been reviewed and approved by the One-Stop Center Operators/partners.

For Workforce Investment Network (WIA):

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Naomi C. Earp, Executive Director	Date
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For TDLWD, Workforce Services Division (Wagner-Peyser)

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Mark Chandler, Asst. Director for West Tennessee
Date \_\_\_\_\_

For Meritan, Inc.:

Melanie Keller, President Date